

Multiplying community solutions,  
Overcoming barriers, Scoring  
economic dividends

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# Models THAT WORK

# Update

A PUBLIC/PRIVATE PARTNERSHIP

## Center For Communities In Action: Leads Campaign For 100% Access, 0 Disparities

The BPHC mission is to increase access to comprehensive primary and preventive health care and to improve the health status of underserved and vulnerable populations. To achieve this bold mission, the *Center for Communities in Action* (CCA) was created to identify partners and help mobilize communities to provide everyone in America with equal access to primary health care.

Conceptualized in the spring of 1998, and approved in March 2000, CCA is a major national support vehicle for transferring tools and technologies to partner organizations and communities that build and sustain health care systems for the working poor and medically underserved populations.

CCA assists communities in effectively utilizing local, state, and federal assets to achieve 100% access to primary care and 0 health status disparities. Efforts and energies of the Center are directed at identifying and supporting needy communities in building networks and relational models that promote capacity building, alignment of local assets and intellectual capital, and effective utilization of federal and state assistance. *Continued on page 5*



*Performance Partnerships Bring Accolades.* Cretta Johnson (center), Executive Director of the Hillsborough County Health Care Plan (MTW '96) and Charles Bottoms (2nd, right), President of Tampa Community Health Center (center), partners in a Florida-based network that provides comprehensive health coverage for indigent residents, join the celebration after the HRSA's Bureau of Primary Health Care received the Business Solutions in the Public Interest Award. Sponsored by The Government Executive Magazine, the award recognizes the BPHC's 100% Access to Health Care and 0 Health Disparities Campaign for creating performance partnerships with state/national organizations. Johnson and Bottoms are flanked by (left) Marilyn Hughes Gaston, M.D., Assistant Surgeon General and HRSA Administrator for Primary Health Care, HRSA Administrator Claude Earl Fox, M.D., and (far right) Timothy Clark, Editor & President of The Government Executive Magazine.



*New MTW Models Visit Capitol Hill.* After making the rounds in the Hart Senate Office Building, representatives from two of this year's winning Models meet MTW Executive Director, Tracy McClintock (far left) for a tour of the nation's most historic neighborhood. Greeting Ms. McClintock from the Ho'ola Like Outreach Project are (l. to r.) Dale Allison, Marilyn Keaoloha, Francine Doudoit, and Frank Chong. Teddy Chin (far right), mental health coordinator, Primary Care and Mental Health "Bridge" Program, also participated in the Hill visits. The three-day Orientation Workshop concluded with a Media Event and Partnership Luncheon.

### MTW Models Announced At National Press Club

Innovative, effective and resourceful describe the six health programs selected as Models That Work (MTW) Competition winners by the Health Resources and Services Administration (HRSA) and the 44 MTW Cosponsors.

This year, a highlight of the three-day orientation activities was congratulatory remarks by two members of the U.S. House of Representatives. At the National Press Club, Congresswoman Donna Christian-Christensen, M.D., (D-V.I.) recognized the commitment and innovation of this year's winners. Later, at the MTW Partnership Luncheon, Congressman Danny Davis, Ph.D., (D-IL), expressed gratitude for the exemplary efforts of the MTW Cosponsors

to improve access to quality health care and reduce health disparities.

In addition, there were words of encouragement and thanks from a long list of MTW Campaign "partners" including, Fred Peters, *Ameri\*Corps National Civilian Community Corps*; Dennis Cryer, M.D., *Bristol-Myers Squibb Company*; and, Marsha Martin, HHS Office of the Secretary. During the orientation sessions, representatives from the winning programs heard from several former MTW winners: Bob Klutts (*Southern Illinois Healthcare Foundation*, 1995), Bill Schlesinger (*Comprehensive Community Health and Services Program of Project VIDA*, 1996), and Jay Davidson (*The Healing Place*, 1998).

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# News & Views

- Based on the early findings of the *White House Commission on Complementary and Alternative Medicine (CAM) Policy*, a growing number of Americans are using alternative approaches to health promotion, disease prevention, and medical treatment. In October, the BPHC established the *Integrative Medicine and Alternative Health Practices (IMAHP) Initiative* to provide guidance and technical assistance to integrating CAM with conventional primary care at BPHC-funded programs. For more information on the IMAHP Initiative, call 301-594-4241.
- MTW Executive Director, Tracy McClintock played a pivotal role in coordinating the *Congressional Black Caucus (CBC) Health*

*Braintrust* in September. The three insightful sessions were held during the CBC Annual Legislative Conference and focused on issues that affect African Americans and minority health. Congresswoman Donna Christian-Christensen is Chair of the CBC Health Braintrust. This year's presenters included members of Congress, academics, and representatives of national organizations interested in affecting public policy regarding HIV/AIDS, adolescent and youth adult health, race and medical ethics.

- Bolstering HRSA's effort to reduce health disparities and improve access to care, a former president of the **National Association of Community Health Centers (NACHC)** has been named deputy director of the BPHC. William (Bill) D. Hobson, Jr., was executive director of the Central Seattle Community Health Centers for seventeen years and, immediately prior to joining the BPHC, served as research project director for two national programs focusing on child health funded by **The Robert Wood Johnson Foundation**. Hobson has won many honors for raising awareness of rural, homeless, and migrant health issues. \*

## Cosponsor Spotlight

### American Public Health Association

The **American Public Health Association (APHA)** is the oldest and largest organization of public health professionals in the world. With more than 50,000 members from over 50 occupations of public health, APHA and its members have been influencing policies and setting priorities in public health since 1872.

Last April, HHS and APHA announced their partnership to eliminate racial and ethnic health disparities. In October, they convened a Steering Committee composed of national leaders representing government agencies, major health care organizations, philanthropic foundations, corporations, public service, racial and ethnic organizations, faith-based groups and the labor community.

"Through this creative partnership, we can do things that we never before had the advantage to do, because we never before had the involvement of such a wide group of change agents," said David Satcher, MD, PhD, Surgeon General and Assistant Secretary for Health at HHS.

Since 1995, APHA has been a loyal supporter of the MTW Campaign. Ably represented by Annette Ferebee, APHA's Innovations Project Director, this MTW Cosponsor has worked feverishly to promote MTW Models and share information on their strategies for increasing access to primary and preventive health care.

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## Community Change:

Faith-based organizations (churches, synagogues, temples, mosques) have long-established roles as caregivers. Over the centuries, people in need have turned to these organizations to address spiritual and social needs. Their legacy for providing crisis assistance, health/wellness programs, job training, housing, education and mental/ behavioral health counseling provide many excellent strategies for increasing access to care and reducing health disparities.

By linking with local health care and social service entities, faith-based organizations create "community change models" that can effectively address the full range of needs. The high level of community trust and relative ease of establishing efficient outreach mechanisms make these organizations

vital elements in designing successful health care delivery systems for the nation's underserved.

Faith-based institutions can offer or refer individuals to soup kitchens for nourishing meals; homeless shelters; health care clinics for screening and immunizations; and, to social service agencies for food stamps, income assistance, transportation, job training and educational programs.

At BPHC, the *Faith Partnership Initiative* was created to facilitate partnerships that build stronger and healthier communities. With this help, people can get healthy and stay healthy. \*

## Faith Partnership Initiative Reduces Poor Health Outcomes

For more information, or assistance, contact:

Center for Communities in Action  
Bureau of Primary Health Care  
Room 3-10C1, 4350 East-West Highway  
Bethesda, MD 20814  
301-594-3802

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**American Public Health Association**

The 6th Annual National Public Health Week is scheduled for April 2-8, 2001. "Healthy People in Healthy Communities" is the theme and communities in more than 46 states are expected to participate in a national celebration of public health practice and accomplishment.

"I love this week! Communities around America are coming together - in health fairs and town meetings - to celebrate their successes and identify new challenges for improving public health," said Mohammad Akhter, MD, Executive Director of APHA.



*Public-Private Partnership Showcases Innovative Health Systems. Mohammad Akhter, M.D., Executive Director of the American Public Health Association congratulates (left) Marilyn Hughes Gaston, M.D., and HRSA Administrator Claude Earl Fox, M.D., following the MTW Campaign Media Event at the National Press Club. By fostering replications, or adaptations, of innovative community-driven "models," the MTW Cosponsors help improve health outcomes in neighborhoods across the nation.*

For assistance in planning public health week activities, call (301) 893-1894 and order the National Public Health Week Planners Guide. Or, download a copy of the 2001 Planners Guide Supplement by visiting the APHA website at <http://www.apha.org/news/press/nphw.htm> \*

**Office of Women's Health**

This year, the HHS **Office on Women's Health** (OWH) and BPHC's **Office of Minority and Women's Health** collectively contributed to the identification of two women's health "model" programs. As a result of their interest and support, **Every Block A Village Online** (Oak Park, Illinois) and **Planetree Maternal Care Partners Program** (Peekskill, New York) received special recognition as winners in the Women's Health Category. Both comprehensive service programs address the health and related needs of women from adolescence through their senior years.

The Office on Women's Health is the government's champion and focal point for women's health issues. By coordinating women's health research, health care services, policy, and public and health care professional education across the agencies of HHS, OWH seeks to simplify access to the wealth of women's health information available in print and on-line from the Federal government and the public sector.



*Designed by the Michigan Department of Community Health, the "Every Woman" logo (above) represents two OWH priority areas: reducing racial/ethnic gaps in health care and supporting culturally sensitive educational/communications initiatives.*

In 1998, OWH launched a broad-based web site for women's health information -- the *National Women's Health Information Center* (NWHIC), today's women's health central" for information about women's health for the public, health care professionals, medical researchers, educators and the media. Visit this site at [www.4woman.gov](http://www.4woman.gov)

At BPHC, the Office of Minority and Women's Health was established to improve the health care of underserved populations served by the Bureau programs. As an integral part of BPHC, the Office facilitates program and policy development for vulnerable women, minorities and other special populations at risk for poor health outcomes. \*

## Key Foundations Supporting Health Initiatives

(For updated listing, see March 2001 issue of *Chronicle of Philanthropy*)

**2000**

1. Ford Foundation	office-communications@fordfound.org	www.fordfound.org
2. Lilly Endowment	chederic@indygov.org	www.lilly.org
3. Robert Wood Johnson Foundation	mail@rwjf.org	www.rwjf.org
4. David & Lucile Packard Foundation	k.andrews@packfound.org	www.packfound.org
5. W.K. Kellogg Foundation	wkkfmail@wkkf.org	www.wkkf.org
6. Pew Charitable Trust	info@pewtrusts.com	www.pewtrust.com
7. New York Community Trust	las@nyct-cfi.org	www.nyct-cfi.org
8. Andrew W. Mellon Foundation	msw@mellon.org	www.mellon.org
9. Open Society Institute	nabramson@sorosny.org	www.soros.org/osi.html
10. John D. & Catherine T. MacArthur Foundation	4answer@macfound.org	www.macfdn.org
11. Annenberg Foundation	info@whannenber.org	www.whannenber.org
12. Rockefeller Foundation	mbattin@rockfound.org	www.rockfound.org
13. Bill & Melinda Gates Foundation	info@gatesfoundation.org	www.gatesfoundation.org
14. Soros Charitable Foundation	gsnews.sorosny.org	www.soros.org
15. California Endowment	questions@calendow.org	www.calendow.org
16. Starr Foundation	natasha.smotrov@starrfdn.org	www.fdncenter.org/grantmaker/starr/
17. Moody Foundation	fmoody@moodyf.org	www.moodyf.org
18. Annie E. Casey Foundation	webmail@aecf.org	www.aecf.org/
19. Robert W. Woodruff Foundation	fdns@woodruff.org	www.woodruff.org
20. William & Flora Hewlett Foundation	info@hewlett.org	www.hewlett.org



The winners of the 2000 MTW Competition use everything from high technology to traditional healers to break down barriers to health care access, lower costs, and bring primary care and preventive services to underserved residents.

In Columbia (SC), **Commun-I-Care** offers a statewide patient-friendly network of 1,800 volunteer doctors, pharmacists, drug companies, hospitals and other health care providers delivering free primary care, prescription drugs and dental care to 3,000 indigent patients in 41 counties, saving some \$3.5 million in health care costs.

**Ho'ola Like Outreach Project**, Honolulu (HI), is teaming nurse practitioners with traditional healers utilizing portable clinics in three remote Hawaiian areas. Their efforts have quadrupled vaccinations and doubled primary care visits.

**Primary Care and Mental Health "Bridge" Program** in a New York City Chinese-American community has increased mental health encounters nearly 300 percent by training primary care providers to recognize mental health problems and reduce the stigma of treatment.

**TeleKidcare®**, Kansas City (KS), has brought preventive and primary care to 750 Wyandotte County school children through video conferencing with remote doctors who use electronic stethoscopes and other high-tech tools for examinations and diagnosis.

## Two other model programs were recognized for achievements in women's health:

**Every Block A Village Online**, Oak Park (IL), uses Internet access in a 57-block area of Chicago's Austin community to provide health information and resources to women and families.

**Planetree Maternal Care Partners Program**, Peekskill (NY), partners community women with pregnant moms who receive transportation, childbirth education, labor coaching and translation assistance.

"These MTW Models offer the best in local problem solving to meet local health care needs," said HRSA Administrator Claude Earl Fox, M.D. Dedicated health professionals, community leaders and consumers have broken the cycle by finding good sense, workable solutions that promote access to quality preventive and primary health care. Showcasing these community-driven solutions gets the word out to other communities wanting to improve the health of their residents.

The MTW Campaign, which began in the Fall of 1994, is a public-private partnership sponsored by HRSA and 44 national organizations, foundations and corporations. As a catalyst for new or improved primary and preventive health care delivery sites, the MTW Campaign identifies programs with exemplary records of achievement, shares the information

with communities that face similar problems and supports winners in their efforts to help communities wanting to use MTW solutions. Since its inception, 32 community-based organizations have been selected through a national competition. The strategies developed by these innovative health systems have been replicated or adapted by more than 40 communities across the nation. These programs have had a positive impact on thousands of medically underserved individuals. An additional nine replications are currently in progress.

To obtain copies of the Strategy Transfer Guides for these programs, call the Models That Work Campaign at 800-859-2386. \*

## Sharing Information

### Key to Improving Health Status

Importing and exporting strategies that increase access to comprehensive and preventive health care will help communities achieve 100% Access to Health Care and 0 Health Disparities. Through a combination of technical assistance, strategy transfer guides, conference presentations, and a variety of online resources the MTW Campaign is prepared to assist local communities improve the health status of underserved populations. With more than 45 million uninsured and underinsured Americans, sharing information on what works in developing integrated and comprehensive health care systems is critical to building healthy communities.

*Blending resources, multiplying innovative primary health care programs. The announcement of a new group of MTW Models is just the beginning. Thanks to the broad range of partners involved and the personal commitment of representatives from each of this year's winners, communities across the nation have a new resource for improving health outcomes. Here are a few of the individuals that share our vision for comprehensive community-based health service delivery systems.*



**Top row:** Fred Peters, Deputy Director, *Ameri\*Corps National Civilian Community Corps*; Congressman Danny Davis, Ph.D., (D-IL); Bill Schlesinger, Co-Director, *Comprehensive Community Health and Services Program of Project Vida* (MTW '96); Congresswoman Donna Christian-Christensen, M.D., (D-V.I.); Dennis R. Cryer, M.D., Vice President-Cardiovascular/Metabolic Advocacy Programs, *Bristol-Myers Squibb Company* (MTW Cosponsor); Marsha Martin, Special Assistant, Office of the Secretary, HHS.

**Bottom row:** Gary Doolittle, M.D., *Telekidcare®*; Christopher Masi, M.D., *Every Block A Village Online*; Teddy Chin, *Primary Care and Mental Health "Bridge" Program*; Ken Trogden, *Commun-I-Care*; Frank Chong, *Ho'ola Like* (Healers Together) *Outreach Project*; and Kathy Brieger, *Planetree Maternal Care Partners Program*.

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## Center For Communities In Action

### Currently, the CCA is:

- Developing partnerships that build linkages and creates alternative financing to expand the safety net industry infrastructure.
- Making creative use of social marketing techniques and resources to mobilize community resource partners, engage local leadership, disseminate public policy, and share a common vision of hope and healing.
- Identifying and supporting community-based organizations that deliver 100% access to primary health care and attain 0 health status disparities.
- Supporting “social reconnaissance” activities and providing technical resources to identify and enroll leaders committed to increasing primary health care access, reducing health disparities, and generally improving health outcomes.
- Disseminating information on and supporting the replication of innovative model programs/systems by communities seeking to improve access to health care and improve health status.
- Providing targeted technical assistance to assist communities in developing health

strategies and action plans, conducting health needs and capacity assessments, and coalition building.

- Supporting the *Faith Partnership Initiative* to promote collaboration between health and faith-based institutions and encourage the alignment of local health, fiscal, and intellectual assets.

### The CCA offers access to the following benefits:

- Links to a network of knowledge-based resource partners who can share a variety of tested community tools, practice technologies, community planning tools, and service delivery models.
- Opportunities to participate in a creative and informative learning environment to share experiences, and convert knowledge into useful assets that can be applied to solve problems.
- Access to a reservoir of technology and tools available through the MTW Campaign and the *National Cultural Competency Center*.
- A cadre of internal and external technical resource experts and subject-matter health professionals who are available to serve as conference/workshop speakers and presenters. \*

Recently, HRSA’s 100% Access to Health Care and 0 Health Disparities Campaign was one of six federal agencies honored with the *Business Solutions in the Public Interest Award*. Given for the first time this year, the award is administered by Government Executive Magazine and the *Council for Excellence in Government* in partnership with the Office of Federal Procurement Policy. Other winners are from the Department of Defense, Department of the Air Force, Department of the Navy, General Services Administration and NASA.

## Mental Health Summits Generate Interest In MTW Models

In a series of summits sponsored by HRSA and the *Substance Abuse and Mental Health Services Administration* (SAMHSA), representatives of health care delivery systems from 24 states developed action plans to eliminate barriers that limit access to safe and effective treatments for common mental disorders.

“The barriers to good mental health care are many,” said HRSA Administrator Claude Earl Fox. “Mental health and substance abuse needs too often go unrecognized when people seek help from a primary care provider.”

Upon reviewing the plans generated during the three-day meetings, many of the participants were interested in learning more about the strategies of two of this year’s MTW Competition winners—**Telekidcare®** and the **Primary Care and Mental Health “Bridge” Program**. Both MTW Models have had some success implementing the fundamental components of effective service delivery, which

**“Promoting mental health for all Americans ... will usher in a healthy era of mind and body for the Nation.”**

— David Satcher, M.D., U.S. Surgeon General

include integrated community based services, continuity of providers and treatment, family support services (including psychoeducation), and culturally sensitive services.

Participants in the regional meetings will receive support from the *National Health Service Corps* (NHSC), a division of the BPHC, to increase the number of licensed and other qualified mental and behavioral health providers. For more than 25 years, NHSC has been instrumental in improving the health of underserved populations by uniting communities in need with quality health care providers. Call 301-594-4474 for more information about this initiative. \*

## Replication Action Network

With assistance from Sue Hassmiller, Senior Program Officer, **The Robert Wood Johnson Foundation** (RWJF), a new information dissemination tool was created last May. With the Replication Action Network (RAN), MTW staff can communicate directly with community-based health care providers to track and monitor replication activities.

RAN is accessible via a toll-free telephone number (800-859-2386), or by e-mail ([models@hrsa.gov](mailto:models@hrsa.gov)). Seasoned, bilingual health-care professionals staff RAN and they are prepared to provide assistance and support to community-based organizations, state and local health officials, faith-based organizations, and other “safety net” health providers. The RAN database includes listings of organizations that can provide resources, contact information regarding on-site technical assistance, and user-friendly replication guides—prepared by MTW Models—that detail steps for developing more effective service delivery systems targeting

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## Replication Action Network:

underserved and uninsured Americans.

"We are looking forward to providing needed resources to communities around the country looking to replicate successful models," said Tracy McClintock. "We have a database of more than 700 organizations that have contacted MTW requesting materials and information on successful models, and we intend to communicate directly with all of them." \*

## Big Awards Improve Health Outcomes For Border Residents

Last year, the **W.K. Kellogg Foundation** (an MTW Cosponsor) launched a national initiative, *Community Voices: HealthCare for the Underserved*, to improve health care access and quality. Through a competitive process, the foundation selected 13 local learning laboratories and during the next five years each awardee will receive support with communications, research and technical assistance.

"Bold, sustained action is needed to develop new ways to improve access to quality health care," said Dr. Henrie Treadwell, Kellogg Foundation Program Director for Community Voices. "These Community Voices will spur solutions and lift a renewed national dialogue on how to provide health care to all."

Of the 80 applicants for the program, El Paso (TX) received an award. A critical aspect in developing the winning proposal was active community support for the effort to integrate services between hospitals and primary care providers working with the uninsured. Fortunately, the group had the help of a veteran: **Comprehensive Community Health and Services Program of Project Vida** (MTW '96) and its Co-director, Bill Schlesinger.

In 1998, Schlesinger convened a forum in El Paso to implement strategies that would increase access to care for the areas underserved. The meeting was attended by public/private providers, as well as representatives from the media, local businesses, educators, health officials and key social service representatives.

"At that time, the central health treatment issue in El Paso was access to primary care," said Schlesinger.

This summer, a similar coalition of concerned citizens received notification of another award: nearly \$1 million from HRSA's new *Community Access Program* (CAP). The \$22 million in grants provided by CAP will help programs in 22 states build integrated health care systems. Utilizing partner organizations that are committed to expanding health services in

underserved communities, this CAP grantee is planning to link all levels of care, including primary health care, mental health services, substance abuse counseling, and dental and pharmacy assistance.

The goal of CAP is to assure that more uninsured people receive needed care, that the care received is of higher quality, and that the uninsured are served by providers who participate in accountable health systems.

By design, each grantee's health care network and its implementation are locally driven. CAP grant recipients can use the funds to create and expand collaboration among local partners through such strategies as management information systems, referral networks, care coordination and enrollment processes. In El Paso, the funds will be used to create a 24-hour Community Call Center, establish a web-based information system, and expand the role of "promotoras," or lay health workers.

"Our success is another example of how a strong and diverse coalition can improve local public health insurance programs," said Schlesinger. \*

For more information on the Community Access Program, call 301-443-0536 or go to the program office Web site at: <http://www.hrsa.gov/cap>.

# Updates & Outcomes

- Since the announcement of the new co-hort of MTW Models, the Replication Action Network has received numerous inquiries from across the nation. In addition to ongoing replications, two new requests for technical assistance were logged from Greenville (MS) and Oakland (CA) to replicate **TeleKidcare®** and the **Primary Care and Mental Health "Bridge" Program**, respectively. Highlighted below is additional information on the MTW Models:

- HRSA's *Office for the Advancement of Telehealth* (OAT) recently awarded a Rural Telemedicine Grant to Kansas University's Center for TeleMedicine & Telehealth. That's at least three national awards for the highly regarded program that created **TeleKidcare®** (MTW '00).

- In January, **Commun-I-Care** (MTW '00) was selected as one of the five recipients of the Premier Cares Award. Each program was honored for improving the health of the medically underserved. For developing a statewide system that provides free medical services and prescription medications, the

program received \$20,000. "We are proud to support the efforts of organizations such as this one," said Premier CEO Richard A. Norling.

- **The Healing Place** tallies another replication when Raleigh (NC) became the latest location to develop a recovery and rehabilitation program for homeless, alcoholic or chemically-dependent men and women. The new facility opened in January 2001. \*



Toll-free: 1-800-859-2386  
Website: [www.bphc.hrsa.gov/mtw](http://www.bphc.hrsa.gov/mtw)  
E-mail: [models@hrsa.gov](mailto:models@hrsa.gov)

**Bureau of Primary Health Care  
Models That Work Campaign**

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